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ORDER FOR SUPPLIES OR SERVICES SCHEDULE - CONTINUATION

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DATE OF ORDER CONTRACT NO. ORDER NO. EP-W-11-010 0037 04/11/2014 ITEM NO. SUPPLIES/SERVICES QUANTITY UNIT AMOUNT QUANTITY UNIT ORDERED ACCEPTED PRICE (d) (a) (c) (e) (f) (g) Admin Office: HPOD US Environmental Protection Agency Headquarters Procurement Operations Ariel Rios Building 1200 Pennsylvania Avenue, NW Washington DC 20460 Period of Performance: 04/11/2014 to 04/10/2015 0001 86,897.00 Technical support for community engagement for sustainability workshops in the Gulf of Mexico in accordance with the attached Statement of Work and the contractor's approved work plan (dated 21 January 2014) and cost estimate dated 06 March 2014. Cost Ceiling: (b)(4) Fee Ceiling: \$ Accounting Info: 13-14-C-26XQ000-301FK8XPW-2532-26A6A-1 426XQE004~001 BFY: 13 EFY: 14 Fund: C Budget Org: 26XQ000 Program (PRC): 301FK8XPW Budget (BOC): 2532 Job #: MS262603 Cost: 26A6A DCN - Line ID: 1426XQE004-001 Funding Flag: Partial Funded: \$23,000.00 Accounting Info: 13-14-C-26XQ000-301FK8XPW-2532-MS26260 4-26A6A-1426XQE004-002 BEY: 13 EFY: 14 Fund: C Budget Org: 26XQ000 Program (PRC): 301FK8XPW Budget (BOC): 2532 Job #: MS262604 Cost: 26A6A DCN - Line ID: 1426XQE004-002 Funding Flag: Partial Funded: \$23,000.00 Accounting Info: 13-14-C-26XQ000-301FK8XPW-2532-MS26260 5-26A6A-1426XQE004-003 BFY: 13 EFY: 14 Fund: C Budget Org: 26XQ000 Program (PRC): 301FK8XPW Budget (BOC): 2532 Job #: MS262605 Cost: 26A6A DCN - Line ID: 1426XQE004-003 Funding Flag: Partial Continued ... \$86,897.00 TOTAL CARRIED FORWARD TO 1ST PAGE (ITEM 17(H))

ORDER FOR SUPPLIES OR SERVICES **SCHEDULE - CONTINUATION**

IMPORTANT: Mark all packages and papers with contract and/or order numbers.

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Statement of Work

Contract Number: EP-W-11-009/EP-W-11-010/EP-W-11-011

RFO Number: 0037

I. TITLE: Gulf of Mexico Community Engagement for Sustainability Workshops

II. PERIOD OF PERFORMANCE:

From: Date of Award

To: (12 months from date of award)

III. BACKGROUND:

The goal of this Environmental Protection Agency (EPA) research task is to develop and demonstrate approaches, datasets, and tools that inform communities about the sustainability of their decisions based on the best available science. During a series of community workshops held around the United States in early 2011, EPA's Office of Research and Development (ORD) asked a diverse group of representatives from seven different communities around the country what sustainability-related activities they are invested in, what barriers they face to becoming sustainable, and what EPA could do to assist them in their sustainable community efforts. One of the common needs was having better tools to assess community sustainability based on local values and goals. The project to be undertaken through this Statement of Work (SOW) responds to the stated need of providing tools with which communities can assess and better direct their work toward greater sustainability.

A number of measures of sustainability are available to professionals and elected officials working to plan for and support community development. These range from individual measures of vehicle miles traveled to changes in specific water quality parameters to community economic status, canopy cover, etc. Being able to track the changes in individual measures is helpful, but does not provide a complete picture. As a result, making well-informed decisions that enable communities to plot their course to better economic, social and environmental outcomes is a daunting challenge. This EPA community-based research project is designed to provide a more integrated approach to measuring sustainability based on community "type" and local goals. The "types" (selected by EPA) reflect the variety of communities expressed as combinations of economic base, available environmental resources, size and other elements of data.

The core project will consists of: (1) three (3) contractor-assisted community workshops to be conducted in Pensacola, FL, Barataria-Terrebone, LA, Lake Charles, LA and one (1) optional workshop in Monticello, FL (locations are subject to change) through which data will be gathered and used to establish sustainability indicators; and (2) an analytical process that will provide these and other communities with a method to assess their current sustainability status and an indication of how choosing among a set of options will help them move toward greater sustainability. After the completion of each workshop, communities will receive an analysis of their current status based on values, priorities and goals expressed during their workshop, which can serve as a benchmark for use in further planning and prioritization of projects.

Over the longer term (3-5 years), the community input from these workshops will support EPA's development of decision tools (not included in this task order) that will envision how making different decisions would move a community toward/away from the more sustainable (economic, environmental and/or social) future it seeks. For example, after identifying their values and current status, they might input various decision options or actions such as: investing more in green infrastructure, extending sewer lines outside their current range, building more energy efficient buildings, adopting a more compact approach to development, etc., into the tool. The resulting graphic or score would indicate their current sustainability status vs. their status if the decision was made one way or another. It is similar to the scenario planning approach frequently used by planning organizations, but is not limited to land use options that reflect the more typical analyses.

The overall timetable for the project is listed below. Dates are estimates and subject to change depending on award date. It is anticipated that two (2) workshops will occur in fiscal year (FY) 2014 and two (2) workshops (one of which is optional) will occur in FY 2015.

- Immediately after award—selected contractor will be contacted and specific workshop facilitation support will be discussed and outlined
- 2 months after award data and information will be organized for each of the target communities; Pre-workshop planning
- 3 months after award *Pensacola, FL workshop held
- 5 months after award- *Barataria-Terrebone, LA workshop held
- 7 months after award *Tentative location Lake Charles, LA Community-Workshop
- Optional workshop- 9 months after award *Tentative location Monticello, FL Community Workshop
 - *Locations and dates are subject to change

IV. PURPOSE AND OBJECTIVE:

Contractor shall provide consistent and repeatable clerical/logistical and facilitation support for three (3) (and one (1) optional) community workshops.

The purpose of each workshop will be to identify and structure stakeholder values and objectives (using the Gregory and Keeney method, 2002) toward defining a long-term vision for their community and developing a strategic plan to achieve it sustainably. Objectives will reflect things that stakeholder's value or what effect is desired for their community (Keeney 1992). Principles and tools of decision analysis and structured decision-making will be used to elicit and structure objectives from stakeholders and/or decision-makers in a way that is practical and useful for evaluating decisions and identifying new alternatives and decision opportunities (Merrick et al. 2005).

Stakeholders will be engaged in a facilitated discussion to develop a list of community fundamental objectives and have a guided discussion about how sustainability-related goals and activities align with their objectives. The stakeholder objectives will be organized into a hierarchy and weighted by the community as a measure of their value structure. These products

will then be used to better prioritize the potential actions of stakeholders in light of the community's fundamental objectives and to generate new ways of measuring success of decision alternatives currently under consideration.

Four (4) steps will be used to construct and organize the fundamental objectives and values of stakeholders (see Attachment A for example agenda). The **first** will be to identify the fundamental objectives that represent what stakeholders care about. These fundamental objectives will be defined and structured into an objectives hierarchy. During the workshop, decision analysis techniques (such as means-ends networks) will be used with stakeholders to identify their fundamental objectives, and differentiate these and work back from "means" objectives, which are intermediate steps toward achieving what the stakeholders fundamentally value. The **second** step, prioritizing objectives, will allow stakeholders to think how their fundamental objectives will help them prioritize their potential decisions. The fundamental objectives hierarchy will be used in this activity. In the **third** step, decision alternatives to achieve the priority objectives will be identified. The **fourth** step is to identify or develop performance/evaluation measures that are meaningful in the context of community objectives. Due to likely time limitations during the workshop, the set of measures will initially be derived from an existing EPA database of sustainability metrics following the workshop but based on workshop outcomes.

Reports from each of the workshops shall capture discussions and results of the entire process and approach. Soon after the completion of each workshop, EPA will provide some analyses to be included in each report of each community's current status relative to values, priorities and goals expressed during their workshop, which can serve as a benchmark for use in further planning and prioritization of sustainability-related projects.

V. QUALITY ASSURANCE (QA) REQUIREMENTS:

Check [] Yes if the following is required or [X] NO if the following is not required.

Upon award, the contractor shall make available a copy of their written Quality Management Plan that provides insight regarding how the contractor generates environmental measurements and how any project which generates environmental data using models is conducted.

Data Acceptance Criteria:

Each workshop shall be conducted in a consistent and repeatable manner. Workshop data will be considered acceptable if it is derived from facilitated discussions and documented during the workshop. Documentation may include workbooks, activities, forms, flip charts, audio recording, digital photographs, activities, etc. captured during the workshop. A contractor shall be on hand to document, help record results, check for inconsistencies, and ensure that the products being developed meet project objectives.

Ouality Objective:

To meet data quality objectives, each workshop shall have a minimum number of 15 (smaller communities may have less than 15, with Task Order Project Officer (TOPO) approval) and a

maximum number of 50 participants depending on location. The number of workshop participants should equal number of confirmed attendees plus identification of +10% potential participants who would be interested in coming to the workshop, in case some confirmed attendees don't show. Workshop data must reflect stakeholder discussions. All issues, viewpoints and concerns from individuals will be captured and included in the products from the workshop. Addressing and discussing issues will be a critical element of the workshop and the analysts and facilitators in attendance will make every effort to assist community participants in identifying and clarifying what **community members** think is important for their community.

VI. TASKS:

Task 1: Preworkshop Planning and Organization (II.B Technical Assistance, pp. 1-17)

Prior to each workshop:

The contractor shall assist EPA in gathering information to support each workshop as directed by the EPA Task Order Project Officer (TOPO), review workshop information provided by EPA and assist the TOPO in developing all workshop materials, including but not limited to, the list of participants (estimated between 15 to 50) for each community workshop, the workshop invitation, the workshop agenda, participant activities and workshop handouts (see Attachment B), and each workshop presentation, as directed by the TOPO.

The contractor shall participate in two (2) pre-workshop teleconferences with EPA staff and local community representatives to discuss and understand community issues, activities, participant lists, and agenda structure, as well as, logistical and facility characteristics and needs, such as availability and costs of meeting spaces, telecom/Videocon/internet connections, flipcharts, projectors and other materials, and microphones. EPA staff will provide relevant background information regarding EPA "typology" categorizations, EPA measures of well-being, preferred structured decision-making approach, and other selected information. Contractor shall contribute to these discussions and provide additional reference materials when directed by the TOPO.

The contractor shall work with the TOPO and community representatives to arrange for a workshop space at each community workshop location with the appropriate facilities for this type of workshop, including the option for webinar/video conference capabilities for additional EPA staff to participate and other (TOPO) designated parties to observe/hear workshop discussions and presentations. Contractor shall suggest workshop meeting locations and dates in accordance with applicable meeting space guidelines and provide a cost estimate of each alternative to the TOPO (the contractor will not be responsible for the acquisition of meeting spaces.) Meeting space choice will be based on availability, cost, central location, and very importantly, public perception of meeting space. It is important that participants are at ease with the location and do not feel pressured towards any particular end or decision. Webinar/video conference service shall use Adobe Connect or other similar service that is approved for use by EPA Regions and ORD.

The contractor shall assist EPA in creating workshop participant lists, and review and provide feedback and assistance in identifying and securing potential workshop participants, ensuring the broadest and most diverse possible representation. EPA will provide guidance on groups, organizations and individuals we feel might be important participants. The number of workshop participants should equal number of confirmed attendees plus identification of +10% potential participants who would be interested in coming to the workshop, in case some confirmed attendees do not show.

Workshop invitation (broadest possible representation) suggestions shall be discussed and finalized at least one (1) month prior to the workshop for review by the TOPO. The contractor will be responsible for issuing invitations to the approved list of attendees and conducting follow-up contacts to confirm attendance. The contractor shall provide a final list of confirmed workshop participants to the TOPO or designee at five (5) days prior to the workshop.

The contractor shall assist EPA in developing and refining the workshop agenda, in particular: selecting defensible, decision-analytic methods for identifying and structuring objectives, developing the prioritization, identifying decision alternatives, and facilitating discussion.

The contractor shall prepare all handout and presentation materials, including organization and transport of informational materials for the workshop. Software applications such as Word, Excel, PowerPoint and Access shall be used for handouts and presentation materials unless the information is web-based (then it must be compatible with Internet Explorer 7 and 8). All workshop materials shall be in plain language and avoid use of jargon.

Presentation/Handout materials for the workshop shall be submitted at least two (2) weeks before the workshop for review by the TOPO. The TOPO shall provide review comments to the contractor within five (5) business days. The contractor shall work with the TOPO to adjust this schedule as needed in order to meet the workshop deadlines. Copies of final versions of all materials shall be prepared for delivery to workshop location five (5) days in advance of the workshop.

Task 2 Delivery of Three (3) Community Workshops and One (1) Optional Community Workshop (II.B Technical Assistance, pp. 1-17)

Task 2 is composed of three (3) community workshops; beginning in Pensacola, FL. Workshops in Barataria-Terrebone, LA, Lake Charles, LA and one optional workshop tentatively in Monticello, FL will follow (see schedule of deliverables table). These communities selected by EPA will each represent a specific community "type" based on economic dependencies, available ecological resources, and socio-demographic composition. Each workshop shall be facilitated by the contractor and notes shall be taken by the contractor to capture priority items and commentary of that particular community. Each workshop shall be conducted in a consistent and repeatable manner, to minimize variability in the process between workshops. Each workshop shall be organized and structured to be consistent with a series of five (5) community workshops already underway.

The initial workshop will be conducted in Pensacola, Florida (approximately three (3) months after award). For this first workshop, the contractor shall plan for an additional day before the workshop begins to meet with EPA staff to develop and refine the final agenda, review/adjust site logistics, etc. This first workshop will be used as a pilot for the remaining workshops, and will assist in refining the approach and making adjustments to preparation and workshop materials.

The schedule of deliverables in the table in Section VII is EPA's best estimate for the timing of workshops. However, the exact dates may be subject to change based on community participation and availability of an appropriate meeting space. EPA ORD scientists have begun the process of examining each community's sustainability. The target is for pre-workshop data acquisition to begin in FY 2014 for all communities with a target date for the first community workshop (Pensacola, Florida) approximately three (3) months after award of contract in 2014. The timing and locations of the remaining workshops will be discussed, but should occur approximately every two-to-three (2-3) months. The contractor shall be informed of the exact dates and locations of the remaining three (3) workshops as soon as possible after award of contract.

An EPA representative will open each workshop in person to provide an overview and then turn the workshop over to contractor personnel for facilitated discussions within the agreed-upon parameters based on meetings and conference calls with EPA staff and the TOPO. The contractor shall review any pre-workshop assessments conducted by EPA to identify, construct, and organize stakeholder preferences, beliefs, and values, and apply the information as appropriate to facilitate workshop discussions. Stakeholder fundamental objectives will be elicited using facilitated workshop discussions/tools to develop a focused list of objectives representing the fundamental concerns in the community (see Attachment B), along with stakeholder perceptions of the means of achieving them, in particular, stakeholder values with environmental, economic, and social well-being implications.

For each workshop, contractor shall compile a post-workshop summary report from workshop notes and shall deliver to the TOPO. The TOPO will provide guidance and will discuss report format with contractor at the conclusion of the first workshop. Contractor shall also provide the TOPO with both electronic and hard copy versions of contract deliverables (e.g. flip charts, notes). Final deliverables shall incorporate all TOPO comments and shall be disseminated to all partners (e.g. workshop attendees, other EPA staff as designated by TOPO, local decision makers, and others identified by the TOPO) within 45 days of the conclusion of each workshop.

During each workshop the Contractor shall:

1. Provide a facilitator to lead discussions to identify and prioritize the fundamental objectives that represent what stakeholders care about. Participants will initially identify their values in individual activities workshop handouts or participatory exercises (see Attachment B for example) or in small breakout groups and then begin to consolidate objectives through facilitated group discussions. Principles and tools of decision analysis will be used to identify means-ends relationships with stakeholders to ensure that the fundamental objectives are "end" objectives and not "means" objectives.

- 2. Facilitate workshop participants to prioritize objectives; this will allow stakeholders to think through the implications of changes to their actions and prioritize their importance in terms of their objectives. The fundamental objectives hierarchy will be used in this activity. Contractor note-taker shall assure fidelity and accuracy of all workshop discussions.
- 3. Identify and investigate alternatives to achieve the objectives through facilitated discussions with workshop participants.
- 4. Assist workshop participants through facilitated discussions to begin to identify possible performance/evaluation measures for the objectives during the workshop. Due to likely time limitations during the workshop, the contractor shall derive these primarily or entirely from an existing EPA database of sustainability metrics following the workshop. Reports from each workshop shall capture discussions and results of the entire process and approach.
- 5. Provide logistical assistance including note-taking, during the workshop.

Outline of proposed workshop structure:

- EPA representative will provide brief overview of EPA's goals and objectives for community sustainability and why this workshop is important for this community and for other communities.
- EPA representative introduces Contract Facilitator.
- Contractor will introduce staff and roles, then speak about workshop format and rules, and what to expect.
- Contractor staff conducts facilitated workshop, captures discussions, and builds information and data to fulfill workshops purpose and objectives (see above).
- Contractor on-site representative, EPA on-site representative and the TOPO or alternate have end-of-workshop debriefing.

ADDITIONAL INSTRUCTIONS / REQUIREMENTS:

Contractor personnel shall at all times identify themselves as Contractor employees and shall not present themselves as EPA employees. Furthermore, they shall not represent the views of the U.S. Government, EPA, or its employees. In addition, the Contractor shall not engage in inherently governmental activities, including but not limited to actual determination of EPA policy and preparation of documents on EPA letterhead.

Contractor shall provide own location and office equipment and supplies (computers, printers, internet connection, video conferencing equipment, etc.) for conducting pre-assessment work, community data collection, pre-workshop organization, and post-workshop report development.

All software application files shall conform to the requirements relating to accessibility as detailed in the 1998 amendments to the Rehabilitation Act, particularly, but not limited to, § 1194.21 Software applications and operating systems. Accordingly, all documents shall be submitted in Microsoft Office 2007 or higher, both Microsoft Word and Microsoft Excel.

Documents may also be submitted in Adobe Acrobat, version 9 or higher. Data shall be provided electronically in MS Excel and written report in MS Word.

VII DELIVERABLES:

The contractor shall provide the following specific deliverables to the TOPO:

Task	Item	Target completion dates
1	Pre-workshop Planning and Organization	
1a	Develop all workshop materials as directed by the TOPO	,
0 2 2	- Finalize list of suggested participants for review by TOPO	1 month prior to each workshop
a "	- Distribution of invitations to approved participant list	Within 5 days of approved
	- Prepare final agenda	2 weeks prior to each workshop
	- Participant final activities and supplementary materials	2 weeks prior to each workshop
	- Presentation/Handout materials-final	2 weeks prior to each workshop, TOPO will
9		provide review comments within 5 days
1b	Pre-workshop communications	
v	- Participate in two pre-workshop teleconferences with EPA staff and community representatives	1 month prior to each workshop
	- Review workshop participant lists (provided by) EPA and provide feedback and assistance in identifying potential workshop participants to ensure broadest possible representation	40 days prior to each workshop
8	- List of workshop participants will be checked and attendance verified and reported to the TOPO	5 days prior to each workshop
1c	Delivery of workshop materials - Following TOPO authorization, prepare all handout and presentation materials, including organization for transport plans for workshop. Minimum number of participants should equal number of confirmed attendees	5 days prior to each workshop
e s	+10% additional. Copies of final versions of all materials shall be prepared for delivery to workshop location.	

	Delivery of Community Workshops	
2a	Conduct Workshops	
	- Locations and Anticipated Timeline	
	1) Pensacola, Florida	3 months after award
	NOTE: plan for additional day prior to first workshop	
	2) Barataria-Terrebone, Louisiana	5 months after award
	3) Lake Charles, LA	7 months after award
	4) (optional) Monticello, FL	9 months after award
2b	Post-workshop summary reports	
r at	- Compile all material from each workshop and prepare	15 days after workshop,
	Draft summary report for TOPO review.	EPA will review and
		return comments within 5
	*	days.
	- Final report for each workshop	15 days after receiving
		comments from TOPO
e)	- Distribution of final report to all partners	45 days after workshop
	•	

REFERENCES:

- Gregory, R. and R. L. Keeney. 1994. Creating policy alternatives using stakeholder values. Management Science 40:1035-1048.
- Gregory, R. S. and R. L. Keeney. 2002. Making smarter environmental management decisions. JAWRA Journal of the American Water Resources Association 38:1601-1612.
- Keeney, R. L. 1992. Value-Focused Thinking: A Path to Creative Decisionmaking. Harvard University Press.
- Gregory, R. and K. Wellman. 2001. Bringing stakeholder values into environmental policy choices: a community-based estuary case study. Ecological Economics 39:37-52.
- Merrick, J., G. Parnell, J. Barnett, and M. Garcia. 2005. A multiple-objective decision analysis of stakeholder values to identify watershed improvement needs. Decision Anal 2:44–57.

Attachment A: Example Agenda -

Developing Indicators of Sustainability in (workshop location):

8:00 AM – Sign in and Getting Settled

8:15 AM – Welcome by Local Leader, Introductions Around the Room

8:30 Background presentations on what is sustainability, indicators of sustainability, this project; and overview of the process; community questions?

9:15AM – Individuals work to identify their priorities for community wide values

9:45 AM – Small groups form to consolidate individual objectives

10:45AM - Break

11:00AM – Breakout Groups come together to report out everyone on All Objectives

12:00PM - Lunch

1:00PM – Continued whole group discussion of objectives: Hierarchy; consensus

2:30PM – Ranking of priorities from objectives list

3:15PM - Break

3:30PM – Discussion of Decision Options

4:30 – Review of day's effort, comments, expected next steps, including post-workshop identification of performance measures

5:00PM – Workshop evaluation

Attachment B: Supplementary Materials/Handouts/Example Activities for Objectives and Values

This activity is designed to help participants identify important aspects and goals for their community. Please follow the steps and write your answers on the paper provided. After everyone is done, we will discuss results in small table groups and then report out to the whole workshop. If you have any questions, please ask one of the moderators.

- 1. Think about what is important to you, and the people you represent, for the present and future of your community. Write down any issues that seem important to address. They could range from small to large, but are important to the community. For example:
 - a. Compose a wish list Write a list of things you would like to see this community do/become or that you want to have available in your community that would improve the quality of life for your and others. Perhaps a theater, greenways, better schools, more jobs, etc.
 - b. Think about what you would like to avoid most? Make a list of those things.
 - c. Consider a decision, real or imagined, in your community that you would favor or disfavor. Ask yourself: What's so good or bad about it? How would you justify your opinion to someone else?
- 2. Convert your concerns to objectives by writing them more succinctly. Objectives are typically a short phrase consisting of a verb and an object, such as "minimize cost" or "increase wealth." (Example: Increase high speed internet access or improve access to fresh goods.) Express all of the issues you noted in Step 1 as <u>objectives</u>.

- 3. To help you think about additional objectives, consider the following generic categories and write down any additional objectives that might fulfill or better define what is important to you in each of these categories.
 - a. Environment
 - b. Economics
 - c. Public health
 - d. Social well-being
 - e. International or national prestige
 - f. Learning
 - g. Short-term objectives
 - h. Long-term objectives
- 4. Below is a list of objectives which came from some of your local planning documents. Please check the ones you have already listed and place an X next to ones that are very important to you but you did not include on your previous list. You may want to add them to your list, or just remember to identify them during the discussion if they are appropriate.
 - a. Maximize green space
 - b. Minimize management costs....
 - c. ...
- 5. Consider differences and similarities between your community and other communities in your region or nationally. How similar would you consider the issues, goals, and decisions facing your community with these other communities? Write down any additional objectives you may have thought of by considering what you like or dislike about other communities.

Community EPA will fill in appropriate community names or	Very different	Different	Don't know	Similar	Very similar
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6. Take the objectives you have identified in the previous steps, and if you wish, put them in categories (for example, environment, social, housing, business, education, etc.,) if it helps to organize your thoughts. You will use this list as a reference during group discussions to follow; the other pages will be turned in to the moderator.

AMENDMENT OF SOLICITATION/MODIFIC	CATION OF CONTRACT		1. CONTRACT ID CODE	PAGE OF PAGES			
2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DATE	4. RE	QUISITION/PURCHASE REQ. NO.	5. PROJECT NO	1 4 (If applicable)		
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Except as provided herein, all terms and conditions of the	ne document referenced in Item	9A or 10A, as he	retofore changed, remains unchanged and in ful	li force and effect.			
15A. NAME AND TITLE OF SIGNER (Type or print)		16A.	NAME AND TITLE OF CONTRACTING OFFIC	ER (Type or print)			
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NAME OF OFFEROR OR CONTRACTOR SRA International Inc

ITEM NO.	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE	AMOUNT (F)	
	New Total Amount for this Version: \$0.00 Payment: RTP Finance Center US Environmental Protection Agency					
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Statement of Work Contract Number: EP-W-11-009/EP-W-11-010/EP-W-11-011 RFO Number: 0037

I. TITLE: Gulf of Mexico Community Engagement for Sustainability Workshops

II. PERIOD OF PERFORMANCE:

From: Date of Award

To: (12 months from date of award)

III. BACKGROUND:

The goal of this Environmental Protection Agency (EPA) research task is to develop and demonstrate approaches, datasets, and tools that inform communities about the sustainability of their decisions based on the best available science. During a series of community workshops held around the United States in early 2011, EPA's Office of Research and Development (ORD) asked a diverse group of representatives from seven different communities around the country what sustainability-related activities they are invested in, what barriers they face to becoming sustainable, and what EPA could do to assist them in their sustainable community efforts. One of the common needs was having better tools to assess community sustainability based on local values and goals. The project to be undertaken through this Statement of Work (SOW) responds to the stated need of providing tools with which communities can assess and better direct their work toward greater sustainability.

A number of measures of sustainability are available to professionals and elected officials working to plan for and support community development. These range from individual measures of vehicle miles traveled to changes in specific water quality parameters to community economic status, canopy cover, etc. Being able to track the changes in individual measures is helpful, but does not provide a complete picture. As a result, making well-informed decisions that enable communities to plot their course to better economic, social and environmental outcomes is a daunting challenge. This EPA community-based research project is designed to provide a more integrated approach to measuring sustainability based on community "type" and local goals. The "types" (selected by EPA) reflect the variety of communities expressed as combinations of economic base, available environmental resources, size and other elements of data.

The core project will consists of: (1) three (3) contractor-assisted community workshops to be conducted in Pensacola, FL, Barataria-Terrebone, LA, Lake Charles, LA and one (1) optional workshop in Monticello, FL (locations are subject to change) through which data will be gathered and used to establish sustainability indicators; and (2) an analytical process that will provide these and other communities with a method to assess their current sustainability status and an indication of how choosing among a set of options will help them move toward greater sustainability. After the completion of each workshop, communities will receive an analysis of their current status based on values, priorities and goals expressed during their workshop, which can serve as a benchmark for use in further planning and prioritization of projects.

Over the longer term (3-5 years), the community input from these workshops will support EPA's development of decision tools (not included in this task order) that will envision how making different decisions would move a community toward/away from the more sustainable (economic, environmental and/or social) future it seeks. For example, after identifying their values and current status, they might input various decision options or actions such as: investing more in green infrastructure, extending sewer lines outside their current range, building more energy efficient buildings, adopting a more compact approach to development, etc., into the tool. The resulting graphic or score would indicate their current sustainability status vs. their status if the decision was made one way or another. It is similar to the scenario planning approach frequently used by planning organizations, but is not limited to land use options that reflect the more typical analyses.

The overall timetable for the project is listed below. Dates are estimates and subject to change depending on award date. It is anticipated that two (2) workshops will occur in fiscal year (FY) 2014 and two (2) workshops (one of which is optional) will occur in FY 2015.

- Immediately after award—selected contractor will be contacted and specific workshop facilitation support will be discussed and outlined
- 2 months after award data and information will be organized for each of the target communities; Pre-workshop planning
- 3 months after award *Pensacola, FL workshop held
- 5 months after award- *Barataria-Terrebone, LA workshop held
- 7 months after award *Tentative location Lake Charles, LA Community-Workshop
- Optional workshop- 9 months after award *Tentative location Monticello, FL
 Community Workshop
 - *Locations and dates are subject to change

IV. PURPOSE AND OBJECTIVE:

Contractor shall provide consistent and repeatable clerical/logistical and facilitation support for three (3) (and one (1) optional) community workshops.

The purpose of each workshop will be to identify and structure stakeholder values and objectives (using the Gregory and Keeney method, 2002) toward defining a long-term vision for their community and developing a strategic plan to achieve it sustainably. Objectives will reflect things that stakeholder's value or what effect is desired for their community (Keeney 1992). Principles and tools of decision analysis and structured decision-making will be used to elicit and structure objectives from stakeholders and/or decision-makers in a way that is practical and useful for evaluating decisions and identifying new alternatives and decision opportunities (Merrick et al. 2005).

Stakeholders will be engaged in a facilitated discussion to develop a list of community fundamental objectives and have a guided discussion about how sustainability-related goals and activities align with their objectives. The stakeholder objectives will be organized into a hierarchy and weighted by the community as a measure of their value structure. These products

will then be used to better prioritize the potential actions of stakeholders in light of the community's fundamental objectives and to generate new ways of measuring success of decision alternatives currently under consideration.

Four (4) steps will be used to construct and organize the fundamental objectives and values of stakeholders (see Attachment A for example agenda). The first will be to identify the fundamental objectives that represent what stakeholders care about. These fundamental objectives will be defined and structured into an objectives hierarchy. During the workshop, decision analysis techniques (such as means-ends networks) will be used with stakeholders to identify their fundamental objectives, and differentiate these and work back from "means" objectives, which are intermediate steps toward achieving what the stakeholders fundamentally value. The second step, prioritizing objectives, will allow stakeholders to think how their fundamental objectives will help them prioritize their potential decisions. The fundamental objectives hierarchy will be used in this activity. In the third step, decision alternatives to achieve the priority objectives will be identified. The fourth step is to identify or develop performance/evaluation measures that are meaningful in the context of community objectives. Due to likely time limitations during the workshop, the set of measures will initially be derived from an existing EPA database of sustainability metrics following the workshop but based on workshop outcomes.

Reports from each of the workshops shall capture discussions and results of the entire process and approach. Soon after the completion of each workshop, EPA will provide some analyses to be included in each report of each community's current status relative to values, priorities and goals expressed during their workshop, which can serve as a benchmark for use in further planning and prioritization of sustainability-related projects.

V. QUALITY ASSURANCE (QA) REQUIREMENTS:

Check [] Yes if the following is required or [X] NO if the following is not required.

Upon award, the contractor shall make available a copy of their written Quality Management Plan that provides insight regarding how the contractor generates environmental measurements and how any project which generates environmental data using models is conducted.

Data Acceptance Criteria:

Each workshop shall be conducted in a consistent and repeatable manner. Workshop data will be considered acceptable if it is derived from facilitated discussions and documented during the workshop. Documentation may include workbooks, activities, forms, flip charts, audio recording, digital photographs, activities, etc. captured during the workshop. A contractor shall be on hand to document, help record results, check for inconsistencies, and ensure that the products being developed meet project objectives.

Quality Objective:

To meet data quality objectives, each workshop shall have a minimum number of 15 (smaller communities may have less than 15, with Task Order Project Officer (TOPO) approval) and a

maximum number of 50 participants depending on location. The number of workshop participants should equal number of confirmed attendees plus identification of +10% potential participants who would be interested in coming to the workshop, in case some confirmed attendees don't show. Workshop data must reflect stakeholder discussions. All issues, viewpoints and concerns from individuals will be captured and included in the products from the workshop. Addressing and discussing issues will be a critical element of the workshop and the analysts and facilitators in attendance will make every effort to assist community participants in identifying and clarifying what **community members** think is important for their community.

VI. TASKS:

Task 1: Preworkshop Planning and Organization (II.B Technical Assistance, pp. 1-17)

Prior to each workshop:

The contractor shall assist EPA in gathering information to support each workshop as directed by the EPA Task Order Project Officer (TOPO), review workshop information provided by EPA and assist the TOPO in developing all workshop materials, including but not limited to, the list of participants (estimated between 15 to 50) for each community workshop, the workshop invitation, the workshop agenda, participant activities and workshop handouts (see Attachment B), and each workshop presentation, as directed by the TOPO.

The contractor shall participate in two (2) pre-workshop teleconferences with EPA staff and local community representatives to discuss and understand community issues, activities, participant lists, and agenda structure, as well as, logistical and facility characteristics and needs, such as availability and costs of meeting spaces, telecom/Videocon/internet connections, flipcharts, projectors and other materials, and microphones. EPA staff will provide relevant background information regarding EPA "typology" categorizations, EPA measures of well-being, preferred structured decision-making approach, and other selected information. Contractor shall contribute to these discussions and provide additional reference materials when directed by the TOPO.

The contractor shall work with the TOPO and community representatives to arrange for a workshop space at each community workshop location with the appropriate facilities for this type of workshop, including the option for webinar/video conference capabilities for additional EPA staff to participate and other (TOPO) designated parties to observe/hear workshop discussions and presentations. Contractor shall suggest workshop meeting locations and dates in accordance with applicable meeting space guidelines and provide a cost estimate of each alternative to the TOPO (the contractor will not be responsible for the acquisition of meeting spaces.) Meeting space choice will be based on availability, cost, central location, and very importantly, public perception of meeting space. It is important that participants are at ease with the location and do not feel pressured towards any particular end or decision. Webinar/video conference service shall use Adobe Connect or other similar service that is approved for use by EPA Regions and ORD.

The contractor shall assist EPA in creating workshop participant lists, and review and provide feedback and assistance in identifying and securing potential workshop participants, ensuring the broadest and most diverse possible representation. EPA will provide guidance on groups, organizations and individuals we feel might be important participants. The number of workshop participants should equal number of confirmed attendees plus identification of +10% potential participants who would be interested in coming to the workshop, in case some confirmed attendees do not show.

Workshop invitation (broadest possible representation) suggestions shall be discussed and finalized at least one (1) month prior to the workshop for review by the TOPO. The contractor will be responsible for issuing invitations to the approved list of attendees and conducting follow-up contacts to confirm attendance. The contractor shall provide a final list of confirmed workshop participants to the TOPO or designee at five (5) days prior to the workshop.

The contractor shall assist EPA in developing and refining the workshop agenda, in particular: selecting defensible, decision-analytic methods for identifying and structuring objectives, developing the prioritization, identifying decision alternatives, and facilitating discussion.

The contractor shall prepare all handout and presentation materials, including organization and transport of informational materials for the workshop. Software applications such as Word, Excel, PowerPoint and Access shall be used for handouts and presentation materials unless the information is web-based (then it must be compatible with Internet Explorer 7 and 8). All workshop materials shall be in plain language and avoid use of jargon.

Presentation/Handout materials for the workshop shall be submitted at least one (1) week before the workshop for review by the TOPO. The TOPO shall provide review comments to the contractor within five (5)two (2) business days. The contractor shall work with the TOPO to adjust this schedule as needed in order to meet the workshop deadlines. Copies of final versions of all materials shall be prepared for delivery to workshop location five (5) days in advance of the workshop.

Task 2 Delivery of Three (3) Community Workshops and One (1) Optional Community Workshop (II.B Technical Assistance, pp. 1-17)

Task 2 is composed of three (3) community workshops; beginning in Pensacola, FL. Workshops in Barataria-Terrebone, LA, Lake Charles, LA and one optional workshop tentatively in Monticello, FL will follow (see schedule of deliverables table). These communities selected by EPA will each represent a specific community "type" based on economic dependencies, available ecological resources, and socio-demographic composition. Each workshop shall be facilitated by the contractor and notes shall be taken by the contractor to capture priority items and commentary of that particular community. Each workshop shall be conducted in a consistent and repeatable manner, to minimize variability in the process between workshops. Each workshop shall be organized and structured to be consistent with a series of five (5) community workshops already underway.

The initial workshop will be conducted in Pensacola, Florida (approximately three (3) months after award). For this first workshop, the contractor shall plan for an additional day before the workshop begins to meet with EPA staff to develop and refine the final agenda, review/adjust site logistics, etc. This first workshop will be used as a pilot for the remaining workshops, and will assist in refining the approach and making adjustments to preparation and workshop materials.

The schedule of deliverables in the table in Section VII is EPA's best estimate for the timing of workshops. However, the exact dates may be subject to change based on community participation and availability of an appropriate meeting space. EPA ORD scientists have begun the process of examining each community's sustainability. The target is for pre-workshop data acquisition to begin in FY 2014 for all communities with a target date for the first community workshop (Pensacola, Florida) approximately three (3) months after award of contract in 2014. The timing and locations of the remaining workshops will be discussed, but should occur approximately every two-to-three (2-3) months. The contractor shall be informed of the exact dates and locations of the remaining three (3) workshops as soon as possible after award of contract.

An EPA representative will open each workshop in person to provide an overview and then turn the workshop over to contractor personnel for facilitated discussions within the agreed-upon parameters based on meetings and conference calls with EPA staff and the TOPO. The contractor shall review any pre-workshop assessments conducted by EPA to identify, construct, and organize stakeholder preferences, beliefs, and values, and apply the information as appropriate to facilitate workshop discussions. Stakeholder fundamental objectives will be elicited using facilitated workshop discussions/tools to develop a focused list of objectives representing the fundamental concerns in the community (see Attachment B), along with stakeholder perceptions of the means of achieving them, in particular, stakeholder values with environmental, economic, and social well-being implications.

For each workshop, contractor shall compile a post-workshop summary report from workshop notes and shall deliver to the TOPO. The TOPO will provide guidance and will discuss report format with contractor at the conclusion of the first workshop. Contractor shall also provide the TOPO with both electronic and hard copy versions of contract deliverables (e.g. flip charts, notes). Final deliverables shall incorporate all TOPO comments and shall be disseminated delivered to TOPO within 21 days after receiving comments from TOPO. Final deliverables will be disseminated to all partners (e.g. workshop attendees, other EPA staff as designated by TOPO, local decision makers, and others identified by the TOPO) within 45 days of the conclusion of each workshop.

During each workshop the Contractor shall:

1. Provide a facilitator to lead discussions to identify and prioritize the fundamental objectives that represent what stakeholders care about. Participants will initially identify their values in individual activities workshop handouts or participatory exercises (see Attachment B for example) or in small breakout groups and then begin to consolidate objectives through facilitated group discussions. Principles and tools of decision analysis will be used to identify means-ends

relationships with stakeholders to ensure that the fundamental objectives are "end" objectives and not "means" objectives.

- 2. Facilitate workshop participants to prioritize objectives; this will allow stakeholders to think through the implications of changes to their actions and prioritize their importance in terms of their objectives. The fundamental objectives hierarchy will be used in this activity. Contractor note-taker shall assure fidelity and accuracy of all workshop discussions.
- 3. Identify and investigate alternatives to achieve the objectives through facilitated discussions with workshop participants.
- 4. Assist workshop participants through facilitated discussions to begin to identify possible performance/evaluation measures for the objectives during the workshop. Due to likely time limitations during the workshop, the contractor shall derive these primarily or entirely from an existing EPA database of sustainability metrics following the workshop. Reports from each workshop shall capture discussions and results of the entire process and approach.
- 5. Provide logistical assistance including note-taking, during the workshop.

Outline of proposed workshop structure:

- EPA representative will provide brief overview of EPA's goals and objectives for community sustainability and why this workshop is important for this community and for other communities.
- EPA representative introduces Contract Facilitator.
- Contractor will introduce staff and roles, then speak about workshop format and rules, and what to expect.
- Contractor staff conducts facilitated workshop, captures discussions, and builds information and data to fulfill workshops purpose and objectives (see above).
- Contractor on-site representative, EPA on-site representative and the TOPO or alternate have end-of-workshop debriefing.

ADDITIONAL INSTRUCTIONS / REQUIREMENTS:

Contractor personnel shall at all times identify themselves as Contractor employees and shall not present themselves as EPA employees. Furthermore, they shall not represent the views of the U.S. Government, EPA, or its employees. In addition, the Contractor shall not engage in inherently governmental activities, including but not limited to actual determination of EPA policy and preparation of documents on EPA letterhead.

Contractor shall provide own location and office equipment and supplies (computers, printers, internet connection, video conferencing equipment, etc.) for conducting pre-assessment work, community data collection, pre-workshop organization, and post-workshop report development.

All software application files shall conform to the requirements relating to accessibility as detailed in the 1998 amendments to the Rehabilitation Act, particularly, but not limited to, §

1194.21 Software applications and operating systems. Accordingly, all documents shall be submitted in Microsoft Office 2007 or higher, both Microsoft Word and Microsoft Excel. Documents may also be submitted in Adobe Acrobat, version 9 or higher. Data shall be provided electronically in MS Excel and written report in MS Word.

VII DELIVERABLES:

The contractor shall provide the following specific deliverables to the TOPO:

Item	Target completion dates
Pre-workshop Planning and Organization	
Review and provide input on participant list	Within 5 days of receiving list
	from local stakeholders
Final public agenda	3 weeks before workshop
Final detailed agenda	2 weeks before workshop
Supply list	2 weeks before workshop
Presentation/handout materials	1 week before workshop
Pre-workshop teleconferences/communications	Rolling- as needed
Review and provide input on participant list	Within 5 days of receiving list from local stakeholders
Confirm travel logistics	3 weeks before workshop
Delivery of workshop materials	
Presentation/ handout materials	1 week before each workshop
Delivery of Community Workshops	
Conduct Workshops	
Locations and Anticipated Timeline	
1) Pensacola, Florida	~3 months after award
NOTE: plan for additional day prior to first	
workshop	
2) Barataria-Terrebone, Louisiana	~5 months after award
2) Datatatia-Terrebone, Louisiana	~5 months after award
3) Lake Charles, LA	~7 months after award
3) Lake Charles, LA	~7 months after award
3) Lake Charles, LA4) (optional) Monticello, FL	~7 months after award ~9 months after award
3) Lake Charles, LA 4) (optional) Monticello, FL Post-workshop summary reports	~7 months after award
3) Lake Charles, LA 4) (optional) Monticello, FL Post-workshop summary reports Compile all material from each workshop and	~7 months after award ~9 months after award 21 calendar days after
	Final public agenda Final detailed agenda Supply list Presentation/ handout materials Pre-workshop teleconferences/communications Review and provide input on participant list Confirm travel logistics Delivery of workshop materials Presentation/ handout materials Delivery of Community Workshops Conduct Workshops Locations and Anticipated Timeline 1) Pensacola, Florida NOTE: plan for additional day prior to first

REFERENCES:

- Gregory, R. and R. L. Keeney. 1994. Creating policy alternatives using stakeholder values. Management Science 40:1035-1048.
- Gregory, R. S. and R. L. Keeney. 2002. Making smarter environmental management decisions. JAWRA Journal of the American Water Resources Association 38:1601-1612.
- Keeney, R. L. 1992. Value-Focused Thinking: A Path to Creative Decisionmaking. Harvard University Press.
- Gregory, R. and K. Wellman. 2001. Bringing stakeholder values into environmental policy choices: a community-based estuary case study. Ecological Economics 39:37-52.
- Merrick, J., G. Parnell, J. Barnett, and M. Garcia. 2005. A multiple-objective decision analysis of stakeholder values to identify watershed improvement needs. Decision Anal 2:44-57.

Attachment A: Example Agenda -

Developing Indicators of Sustainability in (workshop location):

8:00 AM - Sign in and Getting Settled

8:15 AM - Welcome by Local Leader, Introductions Around the Room

8:30 Background presentations on what is sustainability, indicators of sustainability, this project; and overview of the process; community questions?

9:15AM – Individuals work to identify their priorities for community wide values

9:45 AM - Small groups form to consolidate individual objectives

10:45AM - Break

11:00AM - Breakout Groups come together to report out everyone on All Objectives

12:00PM - Lunch

1:00PM - Continued whole group discussion of objectives: Hierarchy; consensus

2:30PM - Ranking of priorities from objectives list

3:15PM - Break

3:30PM - Discussion of Decision Options

4:30 - Review of day's effort, comments, expected next steps, including post-workshop identification of performance measures

5:00PM - Workshop evaluation

Attachment B: Supplementary Materials/Handouts/Example Activities for Objectives and Values

This activity is designed to help participants identify important aspects and goals for their community. Please follow the steps and write your answers on the paper provided. After everyone is done, we will discuss results in small table groups and then report out to the whole workshop. If you have any questions, please ask one of the moderators.

- 1. Think about what is important to you, and the people you represent, for the present and future of your community. Write down any issues that seem important to address. They could range from small to large, but are important to the community. For example:
 - a. Compose a wish list Write a list of things you would like to see this community do/become or that you want to have available in your community that would improve the quality of life for your and others. Perhaps a theater, greenways, better schools, more jobs, etc.
 - b. Think about what you would like to avoid most? Make a list of those things.
 - c. Consider a decision, real or imagined, in your community that you would favor or disfavor. Ask yourself: What's so good or bad about it? How would you justify your opinion to someone else?
- 2. Convert your concerns to objectives by writing them more succinctly. Objectives are typically a short phrase consisting of a verb and an object, such as "minimize cost" or "increase wealth." (Example: Increase high speed internet access or improve access to fresh goods.) Express all of the issues you noted in Step 1 as objectives.

- 3. To help you think about additional objectives, consider the following generic categories and write down any additional objectives that might fulfill or better define what is important to you in each of these categories.
 - a. Environment
 - b. Economics
 - c. Public health
 - d. Social well-being
 - e. International or national prestige
 - f. Learning
 - g. Short-term objectives
 - h. Long-term objectives
- 4. Below is a list of objectives which came from some of your local planning documents. Please check the ones you have already listed and place an X next to ones that are very important to you but you did not include on your previous list. You may want to add them to your list, or just remember to identify them during the discussion if they are appropriate.
 - a. Maximize green space
 - b. Minimize management costs...
 - Ċ. ..
- 5. Consider differences and similarities between your community and other communities in your region or nationally. How similar would you consider the issues, goals, and decisions facing your community with these other communities? Write down any additional objectives you may have thought of by considering what you like or dislike about other communities.

Community EPA will fill in appropriate community names or "types"	Very different	Different	Don't know	Similar	Very similar
Use an example of one that is similar to the workshop community				2	х
Local counties/cities Use an example that is quite different from the workshop community		X			
National counties/cities Provide the name of a community that is outside the region and is very similar to the workshop community				x	

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6. Take the objectives you have identified in the previous steps, and if you wish, put them in categories (for example, environment, social, housing, business, education, etc.,) if it helps to organize your thoughts. You will use this list as a reference during group discussions to follow; the other pages will be turned in to the moderator.

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Statement of Work

Contract Number: EP-W-11-009/EP-W-11-010/EP-W-11-011

RFO Number: 0037

I. TITLE: Gulf of Mexico Community Engagement for Sustainability Workshops

II. PERIOD OF PERFORMANCE:

From: Date of Award

To: (12 months from date of award)

III. BACKGROUND:

The goal of this Environmental Protection Agency (EPA) research task is to develop and demonstrate approaches, datasets, and tools that inform communities about the sustainability of their decisions based on the best available science. During a series of community workshops held around the United States in early 2011, EPA's Office of Research and Development (ORD) asked a diverse group of representatives from seven different communities around the country what sustainability-related activities they are invested in, what barriers they face to becoming sustainable, and what EPA could do to assist them in their sustainable community efforts. One of the common needs was having better tools to assess community sustainability based on local values and goals. The project to be undertaken through this Statement of Work (SOW) responds to the stated need of providing tools with which communities can assess and better direct their work toward greater sustainability.

A number of measures of sustainability are available to professionals and elected officials working to plan for and support community development. These range from individual measures of vehicle miles traveled to changes in specific water quality parameters to community economic status, canopy cover, etc. Being able to track the changes in individual measures is helpful, but does not provide a complete picture. As a result, making well-informed decisions that enable communities to plot their course to better economic, social and environmental outcomes is a daunting challenge. This EPA community-based research project is designed to provide a more integrated approach to measuring sustainability based on community "type" and local goals. The "types" (selected by EPA) reflect the variety of communities expressed as combinations of economic base, available environmental resources, size and other elements of data.

The core project will consists of: (1) three (3) contractor-assisted community workshops to be conducted in Pensacola, FL, Barataria-Terrebone, LA, Lake Charles, LA and one (1) optional workshop in Monticello, FL (locations are subject to change) through which data will be gathered and used to establish sustainability indicators; and (2) an analytical process that will provide these and other communities with a method to assess their current sustainability status and an indication of how choosing among a set of options will help them move toward greater sustainability. After the completion of each workshop, communities will receive an analysis of their current status based on values, priorities and goals expressed during their workshop, which can serve as a benchmark for use in further planning and prioritization of projects.

Over the longer term (3-5 years), the community input from these workshops will support EPA's development of decision tools (not included in this task order) that will envision how making different decisions would move a community toward/away from the more sustainable (economic, environmental and/or social) future it seeks. For example, after identifying their values and current status, they might input various decision options or actions such as: investing more in green infrastructure, extending sewer lines outside their current range, building more energy efficient buildings, adopting a more compact approach to development, etc., into the tool. The resulting graphic or score would indicate their current sustainability status vs. their status if the decision was made one way or another. It is similar to the scenario planning approach frequently used by planning organizations, but is not limited to land use options that reflect the more typical analyses.

The overall timetable for the project is listed below. Dates are estimates and subject to change depending on award date. It is anticipated that two (2) workshops will occur in fiscal year (FY) 2014 and two (2) workshops (one of which is optional) will occur in FY 2015.

- Immediately after award—selected contractor will be contacted and specific workshop facilitation support will be discussed and outlined
- 2 months after award data and information will be organized for each of the target communities; Pre-workshop planning
- 3 months after award *Pensacola, FL workshop held
- 5 months after award- *Barataria-Terrebone, LA workshop held
- 7 months after award *Tentative location Lake Charles, LA Community-Workshop
- Optional workshop- 9 months after award *Tentative location Monticello, FL Community Workshop
 - *Locations and dates are subject to change

IV. PURPOSE AND OBJECTIVE:

Contractor shall provide consistent and repeatable clerical/logistical and facilitation support for three (3) (and one (1) optional) community workshops.

The purpose of each workshop will be to identify and structure stakeholder values and objectives (using the Gregory and Keeney method, 2002) toward defining a long-term vision for their community and developing a strategic plan to achieve it sustainably. Objectives will reflect things that stakeholder's value or what effect is desired for their community (Keeney 1992). Principles and tools of decision analysis and structured decision-making will be used to elicit and structure objectives from stakeholders and/or decision-makers in a way that is practical and useful for evaluating decisions and identifying new alternatives and decision opportunities (Merrick et al. 2005).

Stakeholders will be engaged in a facilitated discussion to develop a list of community fundamental objectives and have a guided discussion about how sustainability-related goals and activities align with their objectives. The stakeholder objectives will be organized into a hierarchy and weighted by the community as a measure of their value structure. These products

will then be used to better prioritize the potential actions of stakeholders in light of the community's fundamental objectives and to generate new ways of measuring success of decision alternatives currently under consideration.

Four (4) steps will be used to construct and organize the fundamental objectives and values of stakeholders (see Attachment A for example agenda). The **first** will be to identify the fundamental objectives that represent what stakeholders care about. These fundamental objectives will be defined and structured into an objectives hierarchy. During the workshop, decision analysis techniques (such as means-ends networks) will be used with stakeholders to identify their fundamental objectives, and differentiate these and work back from "means" objectives, which are intermediate steps toward achieving what the stakeholders fundamentally value. The **second** step, prioritizing objectives, will allow stakeholders to think how their fundamental objectives will help them prioritize their potential decisions. The fundamental objectives hierarchy will be used in this activity. In the **third** step, decision alternatives to achieve the priority objectives will be identified. The **fourth** step is to identify or develop performance/evaluation measures that are meaningful in the context of community objectives. Due to likely time limitations during the workshop, the set of measures will initially be derived from an existing EPA database of sustainability metrics following the workshop but based on workshop outcomes.

Reports from each of the workshops shall capture discussions and results of the entire process and approach. Soon after the completion of each workshop, EPA will provide some analyses to be included in each report of each community's current status relative to values, priorities and goals expressed during their workshop, which can serve as a benchmark for use in further planning and prioritization of sustainability-related projects.

V. QUALITY ASSURANCE (QA) REQUIREMENTS:

Check [] Yes if the following is required or [X] NO if the following is not required.

Upon award, the contractor shall make available a copy of their written Quality Management Plan that provides insight regarding how the contractor generates environmental measurements and how any project which generates environmental data using models is conducted.

Data Acceptance Criteria:

Each workshop shall be conducted in a consistent and repeatable manner. Workshop data will be considered acceptable if it is derived from facilitated discussions and documented during the workshop. Documentation may include workbooks, activities, forms, flip charts, audio recording, digital photographs, activities, etc. captured during the workshop. A contractor shall be on hand to document, help record results, check for inconsistencies, and ensure that the products being developed meet project objectives.

Quality Objective:

To meet data quality objectives, each workshop shall have a minimum number of 15 (smaller communities may have less than 15, with Task Order Project Officer (TOPO) approval) and a

maximum number of 50 participants depending on location. The number of workshop participants should equal number of confirmed attendees plus identification of +10% potential participants who would be interested in coming to the workshop, in case some confirmed attendees don't show. Workshop data must reflect stakeholder discussions. All issues, viewpoints and concerns from individuals will be captured and included in the products from the workshop. Addressing and discussing issues will be a critical element of the workshop and the analysts and facilitators in attendance will make every effort to assist community participants in identifying and clarifying what **community members** think is important for their community.

VI. TASKS:

Task 1: Preworkshop Planning and Organization (II.B Technical Assistance, pp. 1-17)

Prior to each workshop:

The contractor shall assist EPA in gathering information to support each workshop as directed by the EPA Task Order Project Officer (TOPO), review workshop information provided by EPA and assist the TOPO in developing all workshop materials, including but not limited to, the list of participants (estimated between 15 to 50) for each community workshop, the workshop invitation, the workshop agenda, participant activities and workshop handouts (see Attachment B), and each workshop presentation, as directed by the TOPO.

The contractor shall participate in two (2) pre-workshop teleconferences with EPA staff and local community representatives to discuss and understand community issues, activities, participant lists, and agenda structure, as well as, logistical and facility characteristics and needs, such as availability and costs of meeting spaces, telecom/Videocon/internet connections, flipcharts, projectors and other materials, and microphones. EPA staff will provide relevant background information regarding EPA "typology" categorizations, EPA measures of well-being, preferred structured decision-making approach, and other selected information. Contractor shall contribute to these discussions and provide additional reference materials when directed by the TOPO.

The contractor shall work with the TOPO and community representatives to arrange for a workshop space at each community workshop location with the appropriate facilities for this type of workshop, including the option for webinar/video conference capabilities for additional EPA staff to participate and other (TOPO) designated parties to observe/hear workshop discussions and presentations. Contractor shall suggest workshop meeting locations and dates in accordance with applicable meeting space guidelines and provide a cost estimate of each alternative to the TOPO (the contractor will not be responsible for the acquisition of meeting spaces.) Meeting space choice will be based on availability, cost, central location, and very importantly, public perception of meeting space. It is important that participants are at ease with the location and do not feel pressured towards any particular end or decision. Webinar/video conference service shall use Adobe Connect or other similar service that is approved for use by EPA Regions and ORD.

The contractor shall assist EPA in creating workshop participant lists, and review and provide feedback and assistance in identifying and securing potential workshop participants, ensuring the broadest and most diverse possible representation. EPA will provide guidance on groups, organizations and individuals we feel might be important participants. The number of workshop participants should equal number of confirmed attendees plus identification of +10% potential participants who would be interested in coming to the workshop, in case some confirmed attendees do not show.

Workshop invitation (broadest possible representation) suggestions shall be discussed and finalized at least one (1) month prior to the workshop for review by the TOPO. The contractor will be responsible for issuing invitations to the approved list of attendees and conducting follow-up contacts to confirm attendance. The contractor shall provide a final list of confirmed workshop participants to the TOPO or designee at five (5) days prior to the workshop.

The contractor shall assist EPA in developing and refining the workshop agenda, in particular: selecting defensible, decision-analytic methods for identifying and structuring objectives, developing the prioritization, identifying decision alternatives, and facilitating discussion.

The contractor shall prepare all handout and presentation materials, including organization and transport of informational materials for the workshop. Software applications such as Word, Excel, PowerPoint and Access shall be used for handouts and presentation materials unless the information is web-based (then it must be compatible with Internet Explorer 7 and 8). All workshop materials shall be in plain language and avoid use of jargon.

Presentation/Handout materials for the workshop shall be submitted at least one (1) week before the workshop for review by the TOPO. The TOPO shall provide review comments to the contractor within two (2) business days. The contractor shall work with the TOPO to adjust this schedule as needed in order to meet the workshop deadlines. Copies of final versions of all materials shall be prepared for delivery to workshop location five (5) days in advance of the workshop.

Task 2 Delivery of Three (3) Community Workshops and One (1) Optional Community Workshop (II.B Technical Assistance, pp. 1-17)

Task 2 is composed of three (3) community workshops; beginning in Pensacola, FL. Workshops in Barataria-Terrebone, LA, Lake Charles, LA and one optional workshop tentatively in Monticello, FL will follow (see schedule of deliverables table). These communities selected by EPA will each represent a specific community "type" based on economic dependencies, available ecological resources, and socio-demographic composition. Each workshop shall be facilitated by the contractor and notes shall be taken by the contractor to capture priority items and commentary of that particular community. Each workshop shall be conducted in a consistent and repeatable manner, to minimize variability in the process between workshops. Each workshop shall be organized and structured to be consistent with a series of five (5) community workshops already underway.

The initial workshop will be conducted in Pensacola, Florida (approximately three (3) months after award). For this first workshop, the contractor shall plan for an additional day before the workshop begins to meet with EPA staff to develop and refine the final agenda, review/adjust site logistics, etc. This first workshop will be used as a pilot for the remaining workshops, and will assist in refining the approach and making adjustments to preparation and workshop materials.

The schedule of deliverables in the table in Section VII is EPA's best estimate for the timing of workshops. However, the exact dates may be subject to change based on community participation and availability of an appropriate meeting space. EPA ORD scientists have begun the process of examining each community's sustainability. The target is for pre-workshop data acquisition to begin in FY 2014 for all communities with a target date for the first community workshop (Pensacola, Florida) approximately three (3) months after award of contract in 2014. The timing and locations of the remaining workshops will be discussed, but should occur approximately every two-to-three (2-3) months. The contractor shall be informed of the exact dates and locations of the remaining three (3) workshops as soon as possible after award of contract.

An EPA representative will open each workshop in person to provide an overview and then turn the workshop over to contractor personnel for facilitated discussions within the agreed-upon parameters based on meetings and conference calls with EPA staff and the TOPO. The contractor shall review any pre-workshop assessments conducted by EPA to identify, construct, and organize stakeholder preferences, beliefs, and values, and apply the information as appropriate to facilitate workshop discussions. Stakeholder fundamental objectives will be elicited using facilitated workshop discussions/tools to develop a focused list of objectives representing the fundamental concerns in the community (see Attachment B), along with stakeholder perceptions of the means of achieving them, in particular, stakeholder values with environmental, economic, and social well-being implications.

For each workshop, contractor shall compile a post-workshop summary report from workshop notes and shall deliver to the TOPO. The TOPO will provide guidance and will discuss report format with contractor at the conclusion of the first workshop. Contractor shall also provide the TOPO with both electronic and hard copy versions of contract deliverables (e.g. flip charts, notes). Final deliverables shall incorporate all TOPO comments and shall be delivered to TOPO within 21 days after receiving comments from TOPO. Final deliverables will be disseminated to all partners (e.g. workshop attendees, other EPA staff as designated by TOPO, local decision makers, and others identified by the TOPO).

During each workshop the Contractor shall:

1. Provide a facilitator to lead discussions to identify and prioritize the fundamental objectives that represent what stakeholders care about. Participants will initially identify their values in individual activities workshop handouts or participatory exercises (see Attachment B for example) or in small breakout groups and then begin to consolidate objectives through facilitated group discussions. Principles and tools of decision analysis will be used to identify means-ends

relationships with stakeholders to ensure that the fundamental objectives are "end" objectives and not "means" objectives.

- 2. Facilitate workshop participants to prioritize objectives; this will allow stakeholders to think through the implications of changes to their actions and prioritize their importance in terms of their objectives. The fundamental objectives hierarchy will be used in this activity. Contractor note-taker shall assure fidelity and accuracy of all workshop discussions.
- 3. Identify and investigate alternatives to achieve the objectives through facilitated discussions with workshop participants.
- 4. Assist workshop participants through facilitated discussions to begin to identify possible performance/evaluation measures for the objectives during the workshop. Due to likely time limitations during the workshop, the contractor shall derive these primarily or entirely from an existing EPA database of sustainability metrics following the workshop. Reports from each workshop shall capture discussions and results of the entire process and approach.
- 5. Provide logistical assistance including note-taking, during the workshop.

Outline of proposed workshop structure:

- EPA representative will provide brief overview of EPA's goals and objectives for community sustainability and why this workshop is important for this community and for other communities.
- EPA representative introduces Contract Facilitator.
- Contractor will introduce staff and roles, then speak about workshop format and rules, and what to expect.
- Contractor staff conducts facilitated workshop, captures discussions, and builds information and data to fulfill workshops purpose and objectives (see above).
- Contractor on-site representative, EPA on-site representative and the TOPO or alternate have end-of-workshop debriefing.

ADDITIONAL INSTRUCTIONS / REQUIREMENTS:

Contractor personnel shall at all times identify themselves as Contractor employees and shall not present themselves as EPA employees. Furthermore, they shall not represent the views of the U.S. Government, EPA, or its employees. In addition, the Contractor shall not engage in inherently governmental activities, including but not limited to actual determination of EPA policy and preparation of documents on EPA letterhead.

Contractor shall provide own location and office equipment and supplies (computers, printers, internet connection, video conferencing equipment, etc.) for conducting pre-assessment work, community data collection, pre-workshop organization, and post-workshop report development.

All software application files shall conform to the requirements relating to accessibility as detailed in the 1998 amendments to the Rehabilitation Act, particularly, but not limited to, § 1194.21 Software applications and operating systems. Accordingly, all documents shall be

submitted in Microsoft Office 2007 or higher, both Microsoft Word and Microsoft Excel. Documents may also be submitted in Adobe Acrobat, version 9 or higher. Data shall be provided electronically in MS Excel and written report in MS Word.

VII DELIVERABLES:

The contractor shall provide the following specific deliverables to the TOPO:

Task	Item	Target completion dates				
1	Pre-workshop Planning and Organization					
1a	Review and provide input on participant list	Within 5 days of receiving lis				
		from local stakeholders				
	Final public agenda	3 weeks before workshop				
	Final detailed agenda	2 weeks before workshop				
	Supply list	2 weeks before workshop				
	Presentation/ handout materials	1 week before workshop				
1b	Pre-workshop teleconferences/communications	Rolling- as needed				
	Review and provide input on participant list	Within 5 days of receiving lis				
	Review and provide input on participant hist	from local stakeholders				
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	Confirm travel logistics	3 weeks before workshop				
1c	,					
٠	Presentation/ handout materials	1 week before each workshop				
2 5	Delivery of Community Workshops					
2a	Conduct Workshops					
ė.	Locations and Anticipated Timeline					
	Locations and Anticipated Timeline 1) Pensacola, Florida	~3 months after award				
		~3 months after award				
	1) Pensacola, Florida	~3 months after award				
	1) Pensacola, Florida NOTE: plan for additional day prior to first	~3 months after award ~5 months after award				
	Pensacola, Florida NOTE: plan for additional day prior to first workshop					
	 Pensacola, Florida NOTE: plan for additional day prior to first workshop Barataria-Terrebone, Louisiana 	~5 months after award				
2b	 Pensacola, Florida NOTE: plan for additional day prior to first workshop Barataria-Terrebone, Louisiana Lake Charles, LA 	~5 months after award ~7 months after award				
	 Pensacola, Florida NOTE: plan for additional day prior to first workshop 2) Barataria-Terrebone, Louisiana 3) Lake Charles, LA 4) (optional) Monticello, FL Post-workshop summary reports 	~5 months after award ~7 months after award ~9 months after award				
	1) Pensacola, Florida NOTE: plan for additional day prior to first workshop 2) Barataria-Terrebone, Louisiana 3) Lake Charles, LA 4) (optional) Monticello, FL Post-workshop summary reports Compile all material from each workshop and	~5 months after award ~7 months after award ~9 months after award 21 calendar days after				
	 Pensacola, Florida NOTE: plan for additional day prior to first workshop 2) Barataria-Terrebone, Louisiana 3) Lake Charles, LA 4) (optional) Monticello, FL Post-workshop summary reports 	~5 months after award ~7 months after award ~9 months after award				
	1) Pensacola, Florida NOTE: plan for additional day prior to first workshop 2) Barataria-Terrebone, Louisiana 3) Lake Charles, LA 4) (optional) Monticello, FL Post-workshop summary reports Compile all material from each workshop and prepare Draft summary report for TOPO review.	~5 months after award ~7 months after award ~9 months after award 21 calendar days after workshop.				
	1) Pensacola, Florida NOTE: plan for additional day prior to first workshop 2) Barataria-Terrebone, Louisiana 3) Lake Charles, LA 4) (optional) Monticello, FL Post-workshop summary reports Compile all material from each workshop and	~5 months after award ~7 months after award ~9 months after award 21 calendar days after				

REFERENCES:

- Gregory, R. and R. L. Keeney. 1994. Creating policy alternatives using stakeholder values. Management Science 40:1035-1048.
- Gregory, R. S. and R. L. Keeney. 2002. Making smarter environmental management decisions. JAWRA Journal of the American Water Resources Association 38:1601-1612.
- Keeney, R. L. 1992. Value-Focused Thinking: A Path to Creative Decisionmaking. Harvard University Press.
- Gregory, R. and K. Wellman. 2001. Bringing stakeholder values into environmental policy choices: a community-based estuary case study. Ecological Economics 39:37-52.
- Merrick, J., G. Parnell, J. Barnett, and M. Garcia. 2005. A multiple-objective decision analysis of stakeholder values to identify watershed improvement needs. Decision Anal 2:44–57.

Attachment A: Example Agenda -

Developing Indicators of Sustainability in (workshop location):

8:00 AM - Sign in and Getting Settled

8:15 AM – Welcome by Local Leader, Introductions Around the Room

8:30 Background presentations on what is sustainability, indicators of sustainability, this project; and overview of the process; community questions?

9:15AM – Individuals work to identify their priorities for community wide values

9:45 AM - Small groups form to consolidate individual objectives

10:45AM - Break

11:00AM - Breakout Groups come together to report out everyone on All Objectives

12:00PM - Lunch

1:00PM – Continued whole group discussion of objectives; Hierarchy; consensus

2:30PM – Ranking of priorities from objectives list

3:15PM - Break

3:30PM – Discussion of Decision Options

4:30 – Review of day's effort, comments, expected next steps, including post-workshop identification of performance measures

5:00PM – Workshop evaluation

Attachment B: Supplementary Materials/Handouts/Example Activities for Objectives and Values

This activity is designed to help participants identify important aspects and goals for their community. Please follow the steps and write your answers on the paper provided. After everyone is done, we will discuss results in small table groups and then report out to the whole workshop. If you have any questions, please ask one of the moderators.

- 1. Think about what is important to you, and the people you represent, for the present and future of your community. Write down any issues that seem important to address. They could range from small to large, but are important to the community. For example:
 - a. Compose a wish list Write a list of things you would like to see this community do/become or that you want to have available in your community that would improve the quality of life for your and others. Perhaps a theater, greenways, better schools, more jobs, etc.
 - b. Think about what you would like to avoid most? Make a list of those things.
 - c. Consider a decision, real or imagined, in your community that you would favor or disfavor. Ask yourself: What's so good or bad about it? How would you justify your opinion to someone else?
- 2. Convert your concerns to objectives by writing them more succinctly. Objectives are typically a short phrase consisting of a verb and an object, such as "minimize cost" or "increase wealth." (Example: Increase high speed internet access or improve access to fresh goods.) Express all of the issues you noted in Step 1 as <u>objectives</u>.

- 3. To help you think about additional objectives, consider the following generic categories and write down any additional objectives that might fulfill or better define what is important to you in each of these categories.
 - a. Environment
 - b. Economics
 - c. Public health
 - d. Social well-being
 - e. International or national prestige
 - f. Learning
 - g. Short-term objectives
 - h. Long-term objectives
- 4. Below is a list of objectives which came from some of your local planning documents. Please check the ones you have already listed and place an X next to ones that are very important to you but you did not include on your previous list. You may want to add them to your list, or just remember to identify them during the discussion if they are appropriate.
 - a. Maximize green space
 - b. Minimize management costs....
 - C. ...
- 5. Consider differences and similarities between your community and other communities in your region or nationally. How similar would you consider the issues, goals, and decisions facing your community with these other communities? Write down any additional objectives you may have thought of by considering what you like or dislike about other communities.

Community EPA will fill in appropriate community names or "types"	Very different	Different	Don't know	Similar	Very similar
Use an example of one that is similar to the workshop community	a)				X
Local counties/cities Use an example that is quite different from the workshop community		X			
National counties/cities Provide the name of a community that is outside the region and is very similar to the workshop community				x	

Provide the name of a	X		
community that is outside			
the region and is very		©	
different from the		9	
workshop community			

6. Take the objectives you have identified in the previous steps, and if you wish, put them in categories (for example, environment, social, housing, business, education, etc.,) if it helps to organize your thoughts. You will use this list as a reference during group discussions to follow; the other pages will be turned in to the moderator.

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CONTINUATION SHEET	EP-W-11-010/0037/003	2		17

NAME OF OFFEROR OR CONTRACTOR SRA International, Inc.

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE	AMOUNT (F)
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NAME OF OFFEROR OR CONTRACTOR
SRA International Inc

ITEM NO.	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)		AMOUNT (F)
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Modifications to the Contract

- 1. The clause entitled "LIMITATION OF FUNDS (FAR 52.232-22) (APR 1984)" has been incorporated into EP-W-11-010 Task Order # 0037. The text is incorporated by reference per contract clause I.13.
- 2. The clause entitled "LIMITATION OF FUNDS NOTICE" (EPA Local Clause EPA-B-32-101)(APR 1984) (has been incorporated into EP-W-11-010 Task Order # 0037. The text is as follows:
 - (a) Pursuant to the Limitation of Funds clause,

Task Order #0037

Incremental funding in the amount of |s|(b)(4) is allotted to cover estimated cost. Funds in the amount of |s|(b)(4) are provided to cover the corresponding increment of fixed fee. The amount allotted for costs is estimated to cover the contractor's performance through October 31, 2013.

A summary of the estimated cost and fee and the funding levels to is as follows:

	Previous	This	New
	Total	Modification	Total
Contract Totals Estimated Cost Fixed Fee Cost Plus Fixed Fee	\$ (b)(4) \$ 107,503.00	\$ \$ \$	\$ (b)(4) \$ 107,503.00
Funding Totals Allocated Cost Reserved for Fee Limitation of Cost	\$ (b)(4)	\$ (b)(4)	\$ (b)(4)
	\$ 107,503.00	\$ 20,188,00	\$ 127,691,00

Statement of Work Contract Number: EP-W-11-009/EP-W-11-010/EP-W-11-011 RFO Number: 0037

I. TITLE: Gulf of Mexico Community Engagement for Sustainability Workshops

II. PERIOD OF PERFORMANCE:

From: 4/11/2014 To: 7/31/2015

III. BACKGROUND:

The goal of this Environmental Protection Agency (EPA) research task is to develop and demonstrate approaches, datasets, and tools that inform communities about the sustainability of their decisions based on the best available science. During a series of community workshops held around the United States in early 2011, EPA's Office of Research and Development (ORD) asked a diverse group of representatives from seven different communities around the country what sustainability-related activities they are invested in, what barriers they face to becoming sustainable, and what EPA could do to assist them in their sustainable community efforts. One of the common needs was having better tools to assess community sustainability based on local values and goals. The project to be undertaken through this Statement of Work (SOW) responds to the stated need of providing tools with which communities can assess and better direct their work toward greater sustainability.

A number of measures of sustainability are available to professionals and elected officials working to plan for and support community development. These range from individual measures of vehicle miles traveled to changes in specific water quality parameters to community economic status, canopy cover, etc. Being able to track the changes in individual measures is helpful, but does not provide a complete picture. As a result, making well-informed decisions that enable communities to plot their course to better economic, social and environmental outcomes is a daunting challenge. This EPA community-based research project is designed to provide a more integrated approach to measuring sustainability based on community "type" and local goals. The "types" (selected by EPA) reflect the variety of communities expressed as combinations of economic base, available environmental resources, size and other elements of data.

The core project will consists of: (1) three (3) contractor-assisted community workshops to be conducted in Pensacola, FL, Barataria-Terrebone, LA, Lake Charles, LA and one (1) optional workshop in Monticello, FL (locations are subject to change) through which data will be gathered and used to establish sustainability indicators; and (2) an analytical process that will provide these and other communities with a method to assess their current sustainability status and an indication of how choosing among a set of options will help them move toward greater sustainability. After the completion of each workshop, communities will receive an analysis of their current status based on values, priorities and goals expressed during their workshop, which can serve as a benchmark for use in further planning and prioritization of projects.

Over the longer term (3-5 years), the community input from these workshops will support EPA's development of decision tools (not included in this task order) that will envision how making different decisions would move a community toward/away from the more sustainable (economic, environmental and/or social) future it seeks. For example, after identifying their values and current status, they might input various decision options or actions such as: investing more in green infrastructure, extending sewer lines outside their current range, building more energy efficient buildings, adopting a more compact approach to development, etc., into the tool. The resulting graphic or score would indicate their current sustainability status vs. their status if the decision was made one way or another. It is similar to the scenario planning approach frequently used by planning organizations, but is not limited to land use options that reflect the more typical analyses.

The overall timetable for the project is listed below. Dates are estimates and subject to change depending on award date. It is anticipated that two (2) workshops will occur in fiscal year (FY) 2014 and two (2) workshops (one of which is optional) will occur in FY 2015.

- Immediately after award—selected contractor will be contacted and specific workshop facilitation support will be discussed and outlined
- 2 months after award data and information will be organized for each of the target communities; Pre-workshop planning
- 3 months after award *Pensacola, FL workshop held
- 5 months after award- *Barataria-Terrebone, LA workshop held
- 7 months after award *Tentative location Lake Charles, LA Community-Workshop
- Optional workshop- 9 months after award *Tentative location Monticello, FL Community Workshop
 - *Locations and dates are subject to change

IV. PURPOSE AND OBJECTIVE:

Contractor shall provide consistent and repeatable clerical/logistical and facilitation support for three (3) (and one (1) optional) community workshops.

The purpose of each workshop will be to identify and structure stakeholder values and objectives (using the Gregory and Keeney method, 2002) toward defining a long-term vision for their community and developing a strategic plan to achieve it sustainably. Objectives will reflect things that stakeholder's value or what effect is desired for their community (Keeney 1992). Principles and tools of decision analysis and structured decision-making will be used to elicit and structure objectives from stakeholders and/or decision-makers in a way that is practical and useful for evaluating decisions and identifying new alternatives and decision opportunities (Merrick et al. 2005).

Stakeholders will be engaged in a facilitated discussion to develop a list of community fundamental objectives and have a guided discussion about how sustainability-related goals and activities align with their objectives. The stakeholder objectives will be organized into a hierarchy and weighted by the community as a measure of their value structure. These products

will then be used to better prioritize the potential actions of stakeholders in light of the community's fundamental objectives and to generate new ways of measuring success of decision alternatives currently under consideration.

Four (4) steps will be used to construct and organize the fundamental objectives and values of stakeholders (see Attachment A for example agenda). The **first** will be to identify the fundamental objectives that represent what stakeholders care about. These fundamental objectives will be defined and structured into an objectives hierarchy. During the workshop, decision analysis techniques (such as means-ends networks) will be used with stakeholders to identify their fundamental objectives, and differentiate these and work back from "means" objectives, which are intermediate steps toward achieving what the stakeholders fundamentally value. The **second** step, prioritizing objectives, will allow stakeholders to think how their fundamental objectives will help them prioritize their potential decisions. The fundamental objectives hierarchy will be used in this activity. In the **third** step, decision alternatives to achieve the priority objectives will be identified. The **fourth** step is to identify or develop performance/evaluation measures that are meaningful in the context of community objectives. Due to likely time limitations during the workshop, the set of measures will initially be derived from an existing EPA database of sustainability metrics following the workshop but based on workshop outcomes.

Reports from each of the workshops shall capture discussions and results of the entire process and approach. Soon after the completion of each workshop, EPA will provide some analyses to be included in each report of each community's current status relative to values, priorities and goals expressed during their workshop, which can serve as a benchmark for use in further planning and prioritization of sustainability-related projects.

AMENDMENT PURPOSE

The contractor shall write a final synthesis report that compiles the data from ALL workshops and statistically compare these communities based on workshop outcomes, as well as independently measured community characteristics on human wellbeing, indicators of sustainability, and production and delivery of principle ecosystem goods and services. This report shall synthesize our investigations of how community value hierarchy structure (developed during the workshops using structured decision-making approaches) maps onto the status of the community and place those communities into our previously developed Community Typology. That would be our first test of our Community Typology, as well as a comparison of community values to community state. This synthesis report shall also provide measurable sustainability metrics for each of the nine communities from which we gathered data and be a central element of any future community engagement examining transferability of structured decision making approaches between communities

V. QUALITY ASSURANCE (QA) REQUIREMENTS:

Check [] Yes if the following is required or [X] NO if the following is not required.

Upon award, the contractor shall make available a copy of their written Quality Management Plan that provides insight regarding how the contractor generates

environmental measurements and how any project which generates environmental data using models is conducted.

Data Acceptance Criteria:

Each workshop shall be conducted in a consistent and repeatable manner. Workshop data will be considered acceptable if it is derived from facilitated discussions and documented during the workshop. Documentation may include workbooks, activities, forms, flip charts, audio recording, digital photographs, activities, etc. captured during the workshop. A contractor shall be on hand to document, help record results, check for inconsistencies, and ensure that the products being developed meet project objectives.

Quality Objective:

To meet data quality objectives, each workshop shall have a minimum number of 15 (smaller communities may have less than 15, with Task Order Project Officer (TOPO) approval) and a maximum number of 50 participants depending on location. The number of workshop participants should equal number of confirmed attendees plus identification of +10% potential participants who would be interested in coming to the workshop, in case some confirmed attendees don't show. Workshop data must reflect stakeholder discussions. All issues, viewpoints and concerns from individuals will be captured and included in the products from the workshop. Addressing and discussing issues will be a critical element of the workshop and the analysts and facilitators in attendance will make every effort to assist community participants in identifying and clarifying what **community members** think is important for their community.

VI. TASKS:

Task 1: Preworkshop Planning and Organization (II.B Technical Assistance, pp. 1-17)

Prior to each workshop:

The contractor shall assist EPA in gathering information to support each workshop as directed by the EPA Task Order Project Officer (TOPO), review workshop information provided by EPA and assist the TOPO in developing all workshop materials, including but not limited to, the list of participants (estimated between 15 to 50) for each community workshop, the workshop invitation, the workshop agenda, participant activities and workshop handouts (see Attachment B), and each workshop presentation, as directed by the TOPO.

The contractor shall participate in two (2) pre-workshop teleconferences with EPA staff and local community representatives to discuss and understand community issues, activities, participant lists, and agenda structure, as well as, logistical and facility characteristics and needs, such as availability and costs of meeting spaces, telecom/Videocon/internet connections, flipcharts, projectors and other materials, and microphones. EPA staff will provide relevant background information regarding EPA "typology" categorizations, EPA measures of well-being, preferred structured decision-making approach, and other selected information. Contractor shall contribute to these discussions and provide additional reference materials when directed by the TOPO.

The contractor shall work with the TOPO and community representatives to arrange for a workshop space at each community workshop location with the appropriate facilities for this type of workshop, including the option for webinar/video conference capabilities for additional EPA staff to participate and other (TOPO) designated parties to observe/hear workshop discussions and presentations. Contractor shall suggest workshop meeting locations and dates in accordance with applicable meeting space guidelines and provide a cost estimate of each alternative to the TOPO (the contractor will not be responsible for the acquisition of meeting spaces.) Meeting space choice will be based on availability, cost, central location, and very importantly, public perception of meeting space. It is important that participants are at ease with the location and do not feel pressured towards any particular end or decision. Webinar/video conference service shall use Adobe Connect or other similar service that is approved for use by EPA Regions and ORD.

The contractor shall assist EPA in creating workshop participant lists, and review and provide feedback and assistance in identifying and securing potential workshop participants, ensuring the broadest and most diverse possible representation. EPA will provide guidance on groups, organizations and individuals we feel might be important participants. The number of workshop participants should equal number of confirmed attendees plus identification of +10% potential participants who would be interested in coming to the workshop, in case some confirmed attendees do not show.

Workshop invitation (broadest possible representation) suggestions shall be discussed and finalized at least one (1) month prior to the workshop for review by the TOPO. The contractor will be responsible for issuing invitations to the approved list of attendees and conducting follow-up contacts to confirm attendance. The contractor shall provide a final list of confirmed workshop participants to the TOPO or designee at five (5) days prior to the workshop.

The contractor shall assist EPA in developing and refining the workshop agenda, in particular: selecting defensible, decision-analytic methods for identifying and structuring objectives, developing the prioritization, identifying decision alternatives, and facilitating discussion.

The contractor shall prepare all handout and presentation materials, including organization and transport of informational materials for the workshop. Software applications such as Word, Excel, PowerPoint and Access shall be used for handouts and presentation materials unless the information is web-based (then it must be compatible with Internet Explorer 7 and 8). All workshop materials shall be in plain language and avoid use of jargon.

Presentation/Handout materials for the workshop shall be submitted at least one (1) week before the workshop for review by the TOPO. The TOPO shall provide review comments to the contractor within two (2) business days. The contractor shall work with the TOPO to adjust this schedule as needed in order to meet the workshop deadlines. Copies of final versions of all materials shall be prepared for delivery to workshop location five (5) days in advance of the workshop.

Task 2 Delivery of Three (3) Community Workshops and One (1) Optional Community Workshop (II.B Technical Assistance, pp. 1-17)

Task 2 is composed of three (3) community workshops; beginning in Pensacola, FL. Workshops in Barataria-Terrebone, LA, Lake Charles, LA and one optional workshop tentatively in Monticello, FL will follow (see schedule of deliverables table). These communities selected by EPA will each represent a specific community "type" based on economic dependencies, available ecological resources, and socio-demographic composition. Each workshop shall be facilitated by the contractor and notes shall be taken by the contractor to capture priority items and commentary of that particular community. Each workshop shall be conducted in a consistent and repeatable manner, to minimize variability in the process between workshops. Each workshop shall be organized and structured to be consistent with a series of five (5) community workshops already underway.

The initial workshop will be conducted in Pensacola, Florida (approximately three (3) months after award). For this first workshop, the contractor shall plan for an additional day before the workshop begins to meet with EPA staff to develop and refine the final agenda, review/adjust site logistics, etc. This first workshop will be used as a pilot for the remaining workshops, and will assist in refining the approach and making adjustments to preparation and workshop materials.

The schedule of deliverables in the table in Section VII is EPA's best estimate for the timing of workshops. However, the exact dates may be subject to change based on community participation and availability of an appropriate meeting space. EPA ORD scientists have begun the process of examining each community's sustainability. The target is for pre-workshop data acquisition to begin in FY 2014 for all communities with a target date for the first community workshop (Pensacola, Florida) approximately three (3) months after award of contract in 2014. The timing and locations of the remaining workshops will be discussed, but should occur approximately every two-to-three (2-3) months. The contractor shall be informed of the exact dates and locations of the remaining three (3) workshops as soon as possible after award of contract.

An EPA representative will open each workshop in person to provide an overview and then turn the workshop over to contractor personnel for facilitated discussions within the agreed-upon parameters based on meetings and conference calls with EPA staff and the TOPO. The contractor shall review any pre-workshop assessments conducted by EPA to identify, construct, and organize stakeholder preferences, beliefs, and values, and apply the information as appropriate to facilitate workshop discussions. Stakeholder fundamental objectives will be elicited using facilitated workshop discussions/tools to develop a focused list of objectives representing the fundamental concerns in the community (see Attachment B), along with stakeholder perceptions of the means of achieving them, in particular, stakeholder values with environmental, economic, and social well-being implications.

For each workshop, contractor shall compile a post-workshop summary report from workshop notes and shall deliver to the TOPO. The TOPO will provide guidance and will discuss report format with contractor at the conclusion of the first workshop. Contractor shall also provide the TOPO with both electronic and hard copy versions of contract deliverables (e.g. flip charts, notes). Final deliverables shall incorporate all TOPO comments and shall be delivered to TOPO

within 21 days after receiving comments from TOPO. Final deliverables will be disseminated to all partners (e.g. workshop attendees, other EPA staff as designated by TOPO, local decision makers, and others identified by the TOPO).

During each workshop the Contractor shall:

- 1. Provide a facilitator to lead discussions to identify and prioritize the fundamental objectives that represent what stakeholders care about. Participants will initially identify their values in individual activities workshop handouts or participatory exercises (see Attachment B for example) or in small breakout groups and then begin to consolidate objectives through facilitated group discussions. Principles and tools of decision analysis will be used to identify means-ends relationships with stakeholders to ensure that the fundamental objectives are "end" objectives and not "means" objectives.
- 2. Facilitate workshop participants to prioritize objectives; this will allow stakeholders to think through the implications of changes to their actions and prioritize their importance in terms of their objectives. The fundamental objectives hierarchy will be used in this activity. Contractor note-taker shall assure fidelity and accuracy of all workshop discussions.
- 3. Identify and investigate alternatives to achieve the objectives through facilitated discussions with workshop participants.
- 4. Assist workshop participants through facilitated discussions to begin to identify possible performance/evaluation measures for the objectives during the workshop. Due to likely time limitations during the workshop, the contractor shall derive these primarily or entirely from an existing EPA database of sustainability metrics following the workshop. Reports from each workshop shall capture discussions and results of the entire process and approach.
- 5. Provide logistical assistance including note-taking, during the workshop.

Outline of proposed workshop structure:

- EPA representative will provide brief overview of EPA's goals and objectives for community sustainability and why this workshop is important for this community and for other communities.
- EPA representative introduces Contract Facilitator.
- Contractor will introduce staff and roles, then speak about workshop format and rules, and what to expect.
- Contractor staff conducts facilitated workshop, captures discussions, and builds information and data to fulfill workshops purpose and objectives (see above).
- Contractor on-site representative, EPA on-site representative and the TOPO or alternate have end-of-workshop debriefing.

Task 3 Develop Final Project Report

The Contractor shall develop a final report that introduces all the workshop communities, outlines attributes of each community, describes the workshop process and provides definitions

and terms used in each workshop. In addition, the Final Report shall summarize similarities and differences observed in essential elements of workshop outcomes (objective hierarchy, meansends network, prioritization, measures of sustainability) between the five communities. In addition this report should include comparisons of the communities with regards to demographics, economic dependencies, available natural resources, and measures of sustainability and human wellbeing. EPA will work with the contractor to calculate the Human Well-Being Index and community classification.

This final synthesis report will compile the data from ALL workshops and statistically compare these communities based on workshop outcomes, as well as independently measured community characteristics on human wellbeing, indicators of sustainability, and production and delivery of principle ecosystem goods and services. This report will synthesize our investigation of how community value hierarchy structure (developed during the workshops using structured decision-making approaches) maps onto the status of the community and place those communities into our previously developed Community Typology. That would be our first test of our Community Typology, as well as a comparison of community values to community state. This synthesis report will also provide measurable sustainability metrics for each of the nine communities from which we gathered data and be a central element of any future community engagement examining transferability of structured decision making approaches between communities.

A draft of the final report will be due to EPA for comment 45 days after the completion of the final workshop. The complete final report will be due to 30 after receipt of comments from EPA. The exact format and length of the final report has not yet been established, but will be determined through discussion between the contractor and the EPA TOPO.

ADDITIONAL INSTRUCTIONS / REQUIREMENTS:

Contractor personnel shall at all times identify themselves as Contractor employees and shall not present themselves as EPA employees. Furthermore, they shall not represent the views of the U.S. Government, EPA, or its employees. In addition, the Contractor shall not engage in inherently governmental activities, including but not limited to actual determination of EPA policy and preparation of documents on EPA letterhead.

Contractor shall provide own location and office equipment and supplies (computers, printers, internet connection, video conferencing equipment, etc.) for conducting pre-assessment work, community data collection, pre-workshop organization, and post-workshop report development.

All software application files shall conform to the requirements relating to accessibility as detailed in the 1998 amendments to the Rehabilitation Act, particularly, but not limited to, § 1194.21 Software applications and operating systems. Accordingly, all documents shall be submitted in Microsoft Office 2007 or higher, both Microsoft Word and Microsoft Excel. Documents may also be submitted in Adobe Acrobat, version 9 or higher. Data shall be provided electronically in MS Excel and written report in MS Word.

VII DELIVERABLES:

The contractor shall provide the following specific deliverables to the TOPO:

Task	Item	Target completion dates
1	Pre-workshop Planning and Organization	
1a	Review and provide input on participant list	Within 5 days of receiving list from local stakeholders
	Final public agenda	3 weeks before workshop
	Final detailed agenda	2 weeks before workshop
	Supply list	2 weeks before workshop
	Presentation/ handout materials	1 week before workshop
1b	Pre-workshop teleconferences/communications	Rolling- as needed
	Review and provide input on participant list	Within 5 days of receiving list from local stakeholders
	Confirm travel logistics	3 weeks before workshop
¥.		
1c	Delivery of workshop materials	
	Presentation/ handout materials	1 week before each workshop
2	Delivery of Community Workshops	
2a	Conduct Workshops	
	Locations and Anticipated Timeline	2
	1) Pensacola, Florida	~3 months after award
	NOTE: plan for additional day prior to first	5 months after award
	workshop	
	2) Barataria-Terrebone, Louisiana	~5 months after award
	3) Lake Charles, LA	~7 months after award
	4) (optional) Monticello, FL	~9 months after award
2b	Post-workshop summary reports	
	Compile all material from each workshop and	21 calendar days after
	prepare Draft summary report for TOPO review.	workshop.
	Final report for each workshop	21 days after receiving
		comments from TOPO
N 80		
3	Final Report	
3a	Develop a final report draft that includes, at minimum, the following:	45 days after final workshop

3b	Final Report Complete	30 days after receipt of
998014	- Pinks (Parks) (Middle Marker - 本 Parks で、ことは、中では100mm (Middle Marker) (100mm (Middle Ma	comments from EPA

REFERENCES:

- Gregory, R. and R. L. Keeney. 1994. Creating policy alternatives using stakeholder values. Management Science 40:1035-1048.
- Gregory, R. S. and R. L. Keeney. 2002. Making smarter environmental management decisions. JAWRA Journal of the American Water Resources Association 38:1601-1612.
- Keeney, R. L. 1992. Value-Focused Thinking: A Path to Creative Decisionmaking. Harvard University Press.
- Gregory, R. and K. Wellman. 2001. Bringing stakeholder values into environmental policy choices: a community-based estuary case study. Ecological Economics 39:37-52.
- Merrick, J., G. Parnell, J. Barnett, and M. Garcia. 2005. A multiple-objective decision analysis of stakeholder values to identify watershed improvement needs. Decision Anal 2:44–57.

Attachment A: Example Agenda -

Developing Indicators of Sustainability in (workshop location):

8:00 AM – Sign in and Getting Settled

8:15 AM – Welcome by Local Leader, Introductions Around the Room

8:30 Background presentations on what is sustainability, indicators of sustainability, this project; and overview of the process; community questions?

9:15AM – Individuals work to identify their priorities for community wide values

9:45 AM – Small groups form to consolidate individual objectives

10:45AM - Break

11:00AM – Breakout Groups come together to report out everyone on All Objectives

12:00PM - Lunch

1:00PM – Continued whole group discussion of objectives; Hierarchy; consensus

2:30PM – Ranking of priorities from objectives list

3:15PM – Break

3:30PM – Discussion of Decision Options

4:30 – Review of day's effort, comments, expected next steps, including post-workshop identification of performance measures

5:00PM – Workshop evaluation

Attachment B: Supplementary Materials/Handouts/Example Activities for Objectives and Values

This activity is designed to help participants identify important aspects and goals for their community. Please follow the steps and write your answers on the paper provided. After everyone is done, we will discuss results in small table groups and then report out to the whole workshop. If you have any questions, please ask one of the moderators.

- 1. Think about what is important to you, and the people you represent, for the present and future of your community. Write down any issues that seem important to address. They could range from small to large, but are important to the community. For example:
 - a. Compose a wish list Write a list of things you would like to see this community do/become or that you want to have available in your community that would improve the quality of life for your and others. Perhaps a theater, greenways, better schools, more jobs, etc.
 - b. Think about what you would like to avoid most? Make a list of those things.
 - c. Consider a decision, real or imagined, in your community that you would favor or disfavor. Ask yourself: What's so good or bad about it? How would you justify your opinion to someone else?
- 2. Convert your concerns to objectives by writing them more succinctly. Objectives are typically a short phrase consisting of a verb and an object, such as "minimize cost" or "increase wealth." (Example: Increase high speed internet access or improve access to fresh goods.) Express all of the issues you noted in Step 1 as <u>objectives</u>.

- 3. To help you think about additional objectives, consider the following generic categories and write down any additional objectives that might fulfill or better define what is important to you in each of these categories.
 - a. Environment
 - b. Economics
 - c. Public health
 - d. Social well-being
 - e. International or national prestige
 - f. Learning
 - g. Short-term objectives
 - h. Long-term objectives
- 4. Below is a list of objectives which came from some of your local planning documents. Please check the ones you have already listed and place an X next to ones that are very important to you but you did not include on your previous list. You may want to add them to your list, or just remember to identify them during the discussion if they are appropriate.
 - a. Maximize green space
 - b. Minimize management costs....
 - c. ..
- 5. Consider differences and similarities between your community and other communities in your region or nationally. How similar would you consider the issues, goals, and decisions facing your community with these other communities? Write down any additional objectives you may have thought of by considering what you like or dislike about other communities.

Community EPA will fill in appropriate community names or "types"	Very different	Different	Don't know	Similar	Very similar
Use an example of one that is similar to the workshop community	P				Х
Local counties/cities Use an example that is quite different from the workshop community		х			
National counties/cities Provide the name of a community that is outside the region and is very similar to the workshop community				X	

Provide the name of a	х			7.	
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different from the					,
workshop community					

6. Take the objectives you have identified in the previous steps, and if you wish, put them in categories (for example, environment, social, housing, business, education, etc.,) if it helps to organize your thoughts. You will use this list as a reference during group discussions to follow; the other pages will be turned in to the moderator.

AMENDMENT OF SOLICITATION/MODIFIC	ATION OF CONTRACT		1. CONTRACT ID CODE	P	PAGE OF PAGES	
2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DATE	4. REQ	UISITION/PURCHASE REQ. NO.	5. PRO	JECT NO. (If applicable	e)
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14. DESCRIPTION OF AMENDMENT/MODIFICATION	(Organized by UCF section headings, in	cluding s	olicitation/contract subject matter where feasib	le.)		·····
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CONTINUATION SHEET	EP-W-11-010/0037/004	2	2

NAME OF OFFEROR OR CONTRACTOR SRA International, Inc.

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NAME OF OFFEROR OR CONTRACTOR SRA International, Inc.

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